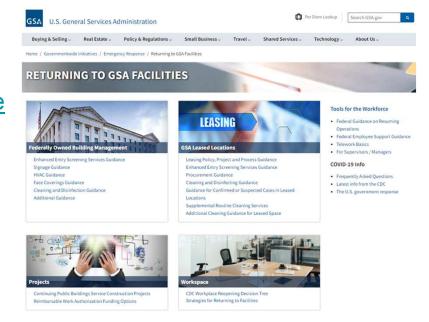
COVID-19 and the Federal Community

Business...but not as usual....

GSA's Coronavirus - COVID-19 Resource Page

Returning to GSA Facilities Website

Overview, GSA Activities and FAQ's How We're Preparing For Your Return Resources for You and Your Agency





What to Expect From RWA Fee Reform

June 25, 2020

Presented by:

Steve Sacco

National Program Manager - Reimbursable Services Division

Project Delivery Excellence Division

GSA-PBS Office of Design & Construction (CO)



Hosted by:

Eric Fulton

National Program Manager -

Customer Outreach and Communications

GSA-PBS Office Portfolio Management and Customer Engagement (CO)



What We Will Cover Today

- Fee Reform Resource Page and Archived Communications
- FAQs about Interagency Fees it's not just an RWA thing
- Components of Fee Reform there's more than just the new fee structure
- Differences between the "Current" and the "New" Fee Structure; Examples of how the fee is calculated
- MOST IMPORTANT TAKEAWAYS:
 - Fee Change applies to ALL RWAs, including overtime utilities
 - The RWA Acceptance Date drives whether "Current" or "New" Fee applies
 - How the RWA Acceptance Date differs for Severable vs Nonseverable RWAs
- Where to Look Dates on the SCE and RWA, new RWA Authorizing Detail breakdown
- REMINDER: FY2020 Year-End Deadline (nothing to do with fee change)

RWA Fee Reform Communications to Date

- Nov 2019 First customer notification about Fee Reform Effort components
- Jan 2020 New Fee Rates Revealed
- Feb 2020 Fee implementation effective date announced August 1st, 2020
- June 2020 Registration for these virtual information sessions (6/18, 6/25, and 7/16)
 - Excel Fee Comparison Calculator provided
- Didn't receive one or more of these communications?
 - See our RWA resources webpage at <u>www.gsa.gov/rwa</u> → Policy & Guidance → RWA Fee Reform



FAQ - Why Charge a Fee on RWAs

Why does GSA charge a fee for RWAs?

- In 1995, a GSA Office of Inspector General (GSA-OIG) audit reviewed the "Indirect Costs on PBS'
 Reimbursable Work Authorizations" and found that:
 - GSA does not recover the indirect costs related to the performance of RWAs from its customer agencies. Indirect costs include GSA's overhead charges related to contract award and administration, data processing, and legal, accounting, and personnel support services. These costs are estimated to be as much as \$25 million, annually. (GSA-OIG Audit Report A42731, 1995)
- The GSA-OIG went on to say that:
 - By not charging for these indirect costs, GSA is in effect subsidizing the appropriations of other agencies at the expense of its own operations. As a result, PBS must use the Federal Buildings Fund monies intended for other GSA programs and operations to pay for these costs. (GSA-OIG Audit Report A42731, 1995)
- The GSA-OIG mandated PBS develop a fee structure and methodology applied to all RWAs to recover the cost to PBS in administering the RS Program properly.

FAQ - Fee Structures used by other agencies

In order to set the fee rate to cover costs, we: Identify and track costs Forecast costs and revenues Manage reserve contributions and balances

We also require approval to make changes to our fee rate

Do other agencies charge fees?

- Yes, numerous interagency contract programs charge fees including, but not limited to:
 - GSAs Assisted Acquisition Service (AAS),
 - Dept of Interior AAS,
 - NASA's Governmentwide Acquisition
 Contract Program
- GAO wrote a "Report to Congressional Committees" called "Improvements Needed in Setting Fee Rates for Selected Programs" in Sept 2011. This report holds true today for how interagency programs should set their fees. One graphic from that report is shown at the left. (GAO-11-784)

FAQ - RWA Fee Structure Questions

Why are we changing our fee?

- One of the biggest reasons is that the existing fees are not properly recovering the full indirect cost
 of managing the RWA Program as required by the GSA-OIG audit in 1995. The in depth analysis
 of the "Fee Reform Pricing" team identified some of the following as reasons why the existing fee is
 insufficient:
 - The RWA Program has grown 540% (\$332 million in 1995 to \$1.8 billion in 2017) with increasingly complex requirements and responsibility areas.
 - A growing portion of direct costs were those that do <u>not</u> recover the 4% fee
 - Indirect Costs have continued to increase while fee recovery has not kept pace.
 - Salary makes up 75% of annual costs those managing and executing the RWA Program (PMs, acquisition, budget analysts, other back office support)
 - For example, in 1995 a GS-12 salary was \$41,104. In 2017, a GS-12 salary was \$62,722. This represents a 53% increase in salary expenses; however,
 - The fee has not been pegged to the increasing indirect cost of salaries.

FAQ - RWA Fee Structure Questions, continued

What GSA personnel/services do our fees pay for?

- Project Managers
- Cost Estimators
- GSA Contracting/Acquisition staff (over 65,000 procurements awarded per year that are all credited to your agency as far as awarding contracts to meet Small Business objectives - awarding to minority, women, and veteran-owned businesses)
- Regional OCFO staff managing RWA finances
- GSA Billing and Collection teams processing bills and collections, chargebacks, etc.
- Customer Engagement and Regional RWA Manager Support
- IT Applications RETA/eRETA, External Portal, Pegasys, VCSS
- Central Office Program Staff (24/7/365)
- Legal Counsel to make sure we're not getting anyone into trouble

FAQ - RWA Fee Structure Questions, continued even more...

How will this fee change impact RWAs that were already accepted?

- It will NOT!
- The fee structure applied to an RWA is based on its Acceptance Date. An RWA will only have one fee structure applied to it over its lifetime based on that initial Acceptance Date. Even if an RWA accepted today under the 4% fee and sliding scale fee needs to be amended with additional funds two years from now, the 4% fee and sliding scale fee will still apply on that amendment.

Is there a fee calculator I can use before the fee is implemented?

- Yes. It is available at <u>www.gsa.gov/rwa</u> → Policy & Guidance → RWA Fee Reform
 - This was also sent with the June 2020 communication.

Components of Fee Reform... there's more than just the new fee structure

What are the Components of Fee Reform?

- Implementing <u>all</u> of these Fee Reform components allowed GSA to limit the increase to RWA fees compared to if we <u>only</u> increased the fee structure:
 - Components leading to RWA Program efficiencies (reduced costs = lower fees):
 - Mandatory use of eRETA by customer agencies
 - Express Menu of Services
 - Components that allow GSA to charge unique needs only to those specific projects requiring them as opposed to spreading those cost to all customers on all RWAs via the fee:
 - More Consistent Direct Charging

What are the Components of Fee Reform? Continued...

- Mandatory use of eRETA by customer agencies (effective Oct 2019)
 - Decreases redundant data entry efforts by GSA (not to mention errant data entry)
- Express Menu of Services (rolling-out through FY2020)
 - Each GSA region to add some of the most commonly procured items for RWAs into GSA procurement vehicles. It will allow GSA the ability to improve the speed in which we execute RWA projects and provide an overall cost savings to our customers
- More Consistent Direct Charging (existing, refresher given in Feb 2020)
 - Policy requires GSA to directly charge for certain costs that are not covered by GSA Fees. Example is when GSA personnel perform services (e.g. GSA Architect performing design work)
 - Refresher training provided to all GSA Project Managers in Feb 2020
- New Fee Structure (effective Aug 2020)
 - Simplification into a single structure
 - Equitable to all customers (average of 1.3% higher fees per RWA)
 - First fee change since sliding scale introduced in 1995

Differences between the "Current" Fee and the "New" Fee Structures

How the fee is calculated on your RWA bills

"Old" Fee Structure

- Existing Fee Structures ("Old")
 - 4% Fee applies on top of "construction related" RWA expenses (based on coding)
 - Sliding Scale applies on all RWA costs, including on top of 4% fee expenses
 - Sliding Scale cap of \$30,000 per RWA (no cap on 4% fees)
 - 4% Fee = Regional Recovery; Overhead = Central Office Recovery
 - GSA Direct Charges for services provided to customers that are not covered by the 4% Fee or sliding scale fee.
 - These services are often referred to as "above standard services."
 - Whenever PBS is not just providing oversight but also directly performing the above standard services, PBS direct charges the RWA for their cost.
 - Flat \$100 per recurring RWA (or \$100 per estimate if bundled RWA)

"New" Fee Structure

- Future Stepped Fee Structure ("New")
 - Single fee that applies on all RWA costs with the exception of limited personal property costs (namely furniture, equipment, software)
 - Only 2.3% of annual RWAs expenses
 - Direct labor should be estimated when delivering these expenses
 - Flat \$500 on RWAs under \$2,000
 - Fee rates starting at 25% for RWAs at \$2,000 "stepping down" to 3% on RWAs above \$5,000,000
 - No cap on fees per RWA
 - 70% of fee recovery to region managing RWA; 30% to Central Office
 - Direct charging should continue as appropriate
 - Flat \$500 per recurring RWA (or \$500 per estimate if bundled RWA)

"Old" Fee Versus "New" Fee, Tiers and Rates

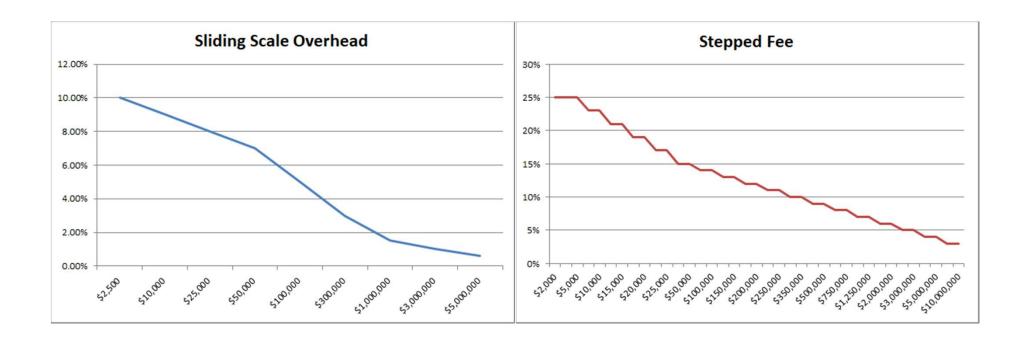
| Sliding Scale Overhead | | | | |
|------------------------|-------------|----------------|-----------|--|
| Rate | Range Low | Range High | Max/Range | |
| 10.00% | | \$2,499.99 | \$250 | |
| 9.00% | \$2,500 | \$9,999.99 | \$675 | |
| 8.00% | \$10,000 | \$24,999.99 | \$1,200 | |
| 7.00% | \$25,000 | \$49,999.99 | \$1,750 | |
| 5.00% | \$50,000 | \$99,999.99 | \$2,500 | |
| 3.00% | \$100,000 | \$299,999.99 | \$6,000 | |
| 1.50% | \$300,000 | \$999,999.99 | \$10,500 | |
| 1.00% | \$1,000,000 | \$2,999,999.99 | \$7,125 | |
| 0.60% | \$3,000,000 | \$4,999,999.99 | | |
| >0% | \$5,000,000 | INF | | |

^{*}Sliding scale caps at \$30,000 per RWA which is reached at RWAs with an authorized amount of approximately \$2.45M.

| Stepped Fee | | | | |
|-------------|-------------|----------------|-----------|--|
| Rate | Range Low | Range High | Max/Range | |
| Flat \$500 | \$0 | \$1,999.99 | \$500 | |
| 25.00% | \$2,000 | \$4,999.99 | \$1,250 | |
| 23.00% | \$5,000 | \$9,999.99 | \$2,300 | |
| 21.00% | \$10,000 | \$14,999.99 | \$3,150 | |
| 19.00% | \$15,000 | \$19,999.99 | \$3,800 | |
| 17.00% | \$20,000 | \$24,999.99 | \$4,250 | |
| 15.00% | \$25,000 | \$49,999.99 | \$7,500 | |
| 14.00% | \$50,000 | \$99,999.99 | \$14,000 | |
| 13.00% | \$100,000 | \$149,999.99 | \$19,500 | |
| 12.00% | \$150,000 | \$199,999.99 | \$24,000 | |
| 11.00% | \$200,000 | \$249,999.99 | \$27,500 | |
| 10.00% | \$250,000 | \$349,999.99 | \$35,000 | |
| 9.00% | \$350,000 | \$499,999.99 | \$45,000 | |
| 8.00% | \$500,000 | \$749,999.99 | \$60,000 | |
| 7.00% | \$750,000 | \$1,249,999.99 | \$87,500 | |
| 6.00% | \$1,250,000 | \$1,999,999.99 | \$120,000 | |
| 5.00% | \$2,000,000 | \$2,999,999.99 | \$150,000 | |
| 4.00% | \$3,000,000 | \$4,999,999.99 | \$200,000 | |
| 3.00% | \$5,000,000 | INF | INF | |

^{**4%} Regional Management Fee not included in chart above, no cap on 4% Regional Management Fee

"Old" Fee Versus "New" Fee, Graphed



How fee calculation works - Nonrecurring RWAs above \$2000

Before RWA Acceptance - Initial Estimate

- GSA PM or Estimator enters estimated costs into the line items of the SCE/OUE
- The total of those line items is then plugged into the fee calculator
- Total Estimate = <u>Direct Costs + Fees</u> = RWA Authorized Amount
 - Fees / Direct Costs = Fee Rate (%)

After RWA Acceptance - Billing Cycles (Fee Rate is applied on top of expenses each month)

- As the project is delivered and expenses recorded in GSA's financial system
- RWA Bill includes: i) Expenses in last month + ii) Fees = (Expenses * Fee Rate)

RWA Amendment - If applicable

- New <u>Total</u> Authorized Amount → equates to new Fee Rate (%)
- New Fee Rate is retroactively applied to all past expenses on the next bill and applies to all new expenses moving forward

Example #1 - Nonrecurring RWAs above \$2000

Before RWA Acceptance - Initial Estimate

- Estimated Direct Costs on SCE = \$400,000 this is at the 9% rate tier
- \$400,000 * 9% = \$36,000
- Total Estimate = \$436,000 (or \$400,000 + \$36,000) = RWA Authorized Amount
 - \$36,000 / \$400,000 = Fee Rate = 9%

After RWA Acceptance - Billing Cycles (9% is applied on top of expenses each month)

- In Month 1, \$0 in expenses = \$0 bill. In Month 2, there is \$23,000 in expenses
- So, Month 2 Bill includes: \$23,000 + \$2,070 (which is \$23,000 * 9%) = \$25,070

RWA Amendment

- In Month 3, RWA amended up to \$505,000 total → equates to new Fee Rate = 8%
- However, 8% rate retroactively applied to \$23,000 \rightarrow \$23,000 * 8% = \$1,840
- Prior fee amount was $\$2,070 \rightarrow (\$1,840 \$2,070) \rightarrow Month 3 credit of 230

Example #2 - Nonrecurring RWAs below \$2000 and R-types

Before RWA Acceptance - Initial Estimate

- Estimated Direct Costs on SCE = \$1,200 this is the flat \$500 tier
- Total Estimate = \$1,700 (or \$1,200 + \$500) = RWA Authorized Amount
 - Fee Rate = N/A (flat \$500)

After RWA Acceptance - Billing Cycles (\$500 is charged in month 1)

- In Month 1, \$50 in expenses. In Month 2, \$1,150 in expenses
- So, Month 1 RWA Bill = \$550 (\$50+\$500 fee). Month 2 RWA bill = \$1,150 (+\$0 in fees)

RWA Amendment (this part of example does not apply to R-types)

- In Month 3, RWA amended up to \$2,500 total → equates to new Fee Rate = 25%
- However, 25% rate retroactively applied to \$1,200 → \$1,200 * 25% = \$300
- The Prior (flat) fee was \$500 \rightarrow (\$300 \$500) \rightarrow Month 3 <u>credit</u> of \$200

Defining the Start/Acceptance Date

Two Start Dates: On the Estimate and the RWA

How the Start/Acceptance Date Drives which Fee Structure is Applied

How the "Estimated Start Date" on Estimates Determines Fee Calculation

The "Estimated Start Date" (aka Acceptance Date) on the Summary Cost Estimate (SCE) or Overtime Utility Estimate (OUE) will drive which fee structure is calculated on the <u>estimate</u>. This date is defined in one of two ways based on the type of work to be performed:

- Nonseverable RWAs the "Acceptance Date" is the date all digital signatures are captured. The GSA Estimator is <u>estimating</u> what this date will be for the future RWA. This includes "projects" like renovations, construction, studies, design.
- <u>Severable RWAs</u> the "Acceptance Date" is equal to the first date of the period of performance. *This includes "services" like OT Utilities, janitorial, maintenance.*

<u>This distinction is important</u> to ensure the appropriate fee structure is calculated on GSA estimates. The screenshots on next slides will help you know where to look for this date and the anticipated fees.

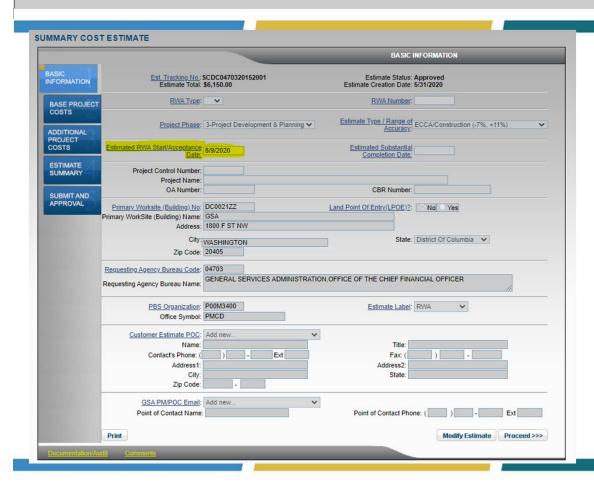
Timeline from Work Request Submission to Acceptance

When initially submitting a Work Request to GSA in eRETA, be familiar with these <u>average</u>* time frames leading up to RWA acceptance. (Shown as **business** days, not calendar days)

- 2.0 days Work Request Submission to GSA Project Manager Assignment
- 20.6 days Customer data entry; send to GSA for potential acceptance
 - This would happen after requirements development, cost estimate, schedules, etc
- 7.8 days GSA review, data entry, and routing for signatures
- 0.8 days Customer and GSA digital signatures applied
- 31.2 days from initial Work Request submission to RWA Acceptance

^{*} average days based on FY2020 accepted RWAs first initiated in eRETA; depending on complexity of request, actual days could be much higher than averages shown

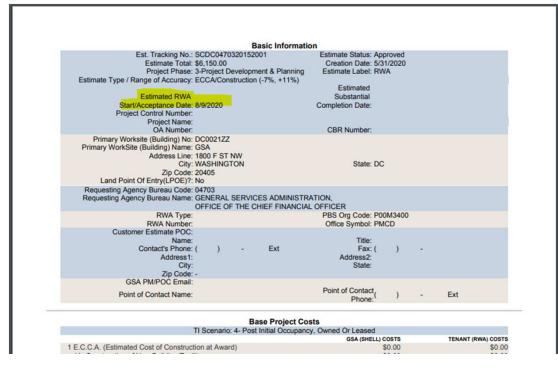
"Estimated Start Date" on SCE and OUE Estimates



The "Estimated RWA Start/ Acceptance Date" will determine which fee structure is calculated in the SCE or OUE.

- A date prior to 8/1/2020 will use the current fee structure
- A date of 8/1/2020 or later will use the new fee structure

"Estimated Start Date" on SCE and OUE Estimates (PDF version)



The "Estimated RWA Start/ Acceptance Date" will determine which fee structure is calculated in the SCE or OUE.

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Timeline from Work Request Submission to Acceptance...

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 - -----
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Difference in Fee Description - SCE Example (Current Fee)

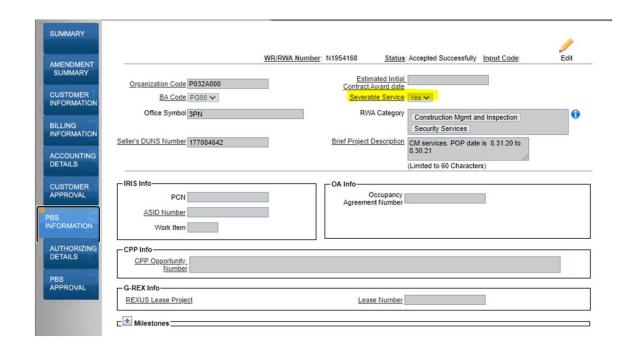
| 13 Reillibursable Construction Cost. | \$ 0.00 |
|--|----------------|
| 14 PBS Regional Management Fee: Standard 4% Fee Applies | \$0.00 |
| 15 Reimbursable Cost with Regional Mgmt. Fee: | \$0.00 |
| Per PBS Pricing Policy, the Regional Management Fee is assessed on all amounts shown Construction' section; excluding the existence of a Pricing Deviation Waiver or work per | |

| Costs As | ssociated with Tenant Personal Property | |
|--|--|------------------------------|
| 16 Moving : | | \$0.00 |
| 17 Telephones/Telecommunications: | | \$0.00 |
| 18 Furniture: | | \$0.00 |
| 19 IT : | | \$0.00 |
| 20 Security Services (Excluding Security System installation): | | \$0.00 |
| 21 Miscellaneous Personal Property Costs: Intelligent Buildings | Consulting Services | \$202,488.00 |
| 22 PBS Travel Associated with Personal Property: | | \$0.00 |
| 23 Other Labor Cost: | | \$0.00 |
| | Contingency Method | |
| 24 Personal Property Cost Contingency: | Not Applicable | \$0.00 |
| 25 Total Cost Associated With Tenant Personal Property :(Line 16 through 24): | | \$202,488.00 |
| | Total Reimbursable Costs: | |
| 26 Total Reimbursable Project Cost to Calculate Overhead :(Line 15 + Line 25): | | \$202,488.00 |
| | Ovehead Method | |
| 27 Overhead Fee: | Sliding Scale Fee | \$9,449.64 |
| 28 Total Reimbursable Cost to Agency (Lines 26 + Line 27): | | \$211,937.64 |
| Per PBS Pricing Policy all amounts shown above in the 'Costs | s Associated with Tenant Personal Property' section do NOT incur | the Regional Management Fee. |

Difference in Fee Description - SCE Example (New Fee)

| | Additional Project Costs | |
|--|--|------------------------------|
| 14 Moving and Move Coordination: | | \$0.00 |
| 5 Information Technology Installation (excludes soft | tware): | \$0.00 |
| 6 Security System Installation (Card Readers, Physical Readers, Ph | sical Barriers): | \$0.00 |
| 7 Security Services (Guard Services): | | \$0.00 |
| 8 Specialty Consulting Services: | | \$0.00 |
| 9 Direct GSA Labor Costs: | | \$0.00 |
| | Contingency Method | |
| 0 Additional Project Cost Contingency: | Not Applicable | \$0.00 |
| 21 Subtotal (Lines 14 through 20): | DIMA Management For | \$0.00 |
| 2 Total Project Cost to Calculate RWA Mgmt Fee (L | RWA Management Fee Line 13 + Line 21): | \$5,000.00 |
| | RWA Mgmt Method | |
| 3 RWA Management Fee: | RWA Management Fee | \$1,150.00 |
| 4 Total Project Cost + RWA Mgmt Fee (Line 22 + L | Line 23): | \$6,150.00 |
| | Personal Property Costs | |
| 5 Furniture, Fixtures, and Equipment (FF&E): | | \$0.00 |
| 6 Software, Supplies, or other excluded personal p | property: | \$0.00 |
| 7 Personal Property Contingency: | | \$0.00 |
| All amounts shown above in the 'Personal Propert Management Fee. However, Direct GSA Labor Cos expenses should be added per PBS Pricing Policy | its (Line 19) to provide the Personal Property | |
| | Total Reimbursable Costs | |
| 28 Total Reimbursable Cost to Agency (Lines 24 thro | ough 27): | \$6,150.00 |
| | | Range of Accuracy: -7%, +11% |

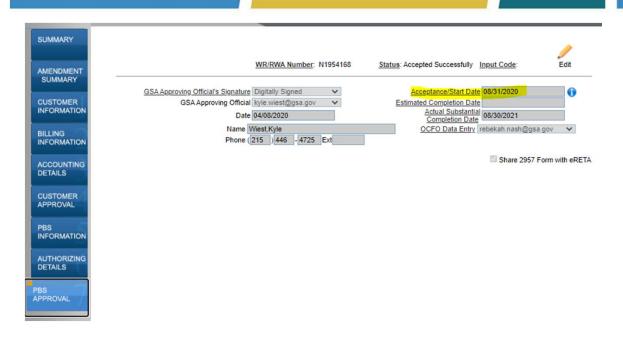
"Severable Service" Indicator on RWA



Viewing the RWA now, the "Severable Service" flag shows on the "PBS Information" tab (see left pane):

- Yes = severable service, which means Start/Acceptance Date based on Period of Performance
- No = nonseverable, which means Start/Acceptance
 Date based on signatures

"Actual Start/Acceptance Date" on RWAs



The RWA "Acceptance/Start Date" shows on the "PBS Approval" tab (see left pane):

- If <u>severable service</u>, this date is manually entered for the Period of Performance
- If <u>nonseverable</u>, this date will override any date entered and automatically match the GSA signature date once the RWA is signed

New RWA Fee Structure - Closing FAQs

What if the estimated start date on the <u>estimate</u> differs from the actual <u>RWA</u> Acceptance Date?

- The estimated date on the <u>estimate</u> merely guides which fee is calculated on the SCE or OUE; the
 actual fee applied depends on the date of <u>RWA</u> acceptance.
- Example: If the estimated start date on the <u>estimate</u> falls before August 1, 2020, but the actual date acceptance on the <u>RWA</u> is on or after August 1, 2020, the <u>new</u> fee structure will be applied.
- The RETA Team will be monitoring RWAs where the date on the estimate and date on the RWA are on different sides of August 1st and assist the GSA region in correcting the incorrect date and communicating any changes to the customer.
- Remember, GSA enters the date on both the estimate and the RWA so work with your PM if you
 feel the date entered is incorrect. But also remember, for nonseverable RWAs, the date is based
 on signatures and system populated, it cannot be changed.

New RWA Fee Structure - Closing FAQs, continued

What options do I have to avoid the higher fees on low dollar RWAs?

- F-type RWAs are one option*
 - F-types allow customers to execute multiple small, miscellaneous services (i.e. tasks) on a single RWA. F-types are not to exceed \$250,000 per RWA nor \$25,000 per task. These RWAs are limited to a single fiscal year (10/1 to 9/30).
 - Example: in a given year an F-type RWA might handle a \$600 task to change key locks, a
 \$22,000 task to replace damaged carpet squares, a \$350 task to patch a hole in the wall, etc.
 - The fee rate charged will be based on the total authorized amount of the F-type, not the dollar amount of each task (e.g. a \$200,000 F-type has a rate of 11%, so a \$600 task would be charged \$66 vs a flat \$500 fee if it were executed as a stand-alone RWA)

^{*}F-type RWAs may only be used for small, miscellaneous services and must be completed in the same fiscal year the RWA was accepted. F-type RWAs may not be used for project-based work.

New RWA Fee Structure - Closing FAQs, continued even more...

What options do I have to avoid the higher fees on low dollar RWAs? (Continued)

- The Micro Purchase Delegation of Authority is another
 - Issued in Jan 2015, customers may directly procure projects and services without an RWA in facilities under the jurisdiction, custody, and control of GSA, if the following conditions are met:
 - The cost of the work is at or below the Micro-Purchase threshold (\$2,000 for construction, \$2,500 for services).
 - The Agency has received the written concurrence of the GSA Building/Property Manager or, if a leased building, with the written concurrence of the GSA Lease Administration Manager (LAM) and Lease Contracting Officer.
 - The authority, which has delegated to the head of the customer agency, has been delegated down to the requesting agency official.
 - More info at www.gsa.gov/facilitiesmanagement
 - Click on "Facilities Operations" → "Micro-Purchase Delegation of Authority"



Year End Deadlines

FY 2020 Year End Deadlines for New RWAs:

- As a result of having customers provide WRs and RWAs through eRETA, PBS is able to process fully executable RWAs faster, and can extend the year end deadlines for the very first time!
- Requirement to meet these deadlines is for the customer to "Submit the RWA to GSA for Acceptance" through eRETA by the dates detailed below.
 - Property Act RWAs: Tuesday, September 8, 2020
 - Economy Act and DoD RWAs: Friday, July 17, 2020
- Emergency requests are handled on a case-by-case basis only after these deadlines.



Thank you for joining us today for

What to Expect From RWA Fee Reform

Additional "Fee Reform" email updates will be sent regularly through this summer

This session will be repeated on July 16th - see www.gsa.gov/ces to register
Our session recording, the slide deck and compiled Q&A will be made available on this site

Visit our website at <u>www.gsa.gov/rwa</u> → Policy & Guidance → RWA Fee Reform

Questions?



Join us for our upcoming VIRTUAL CES sessions

What to Expect From RWA Fee Reform encore sessions

Thursday, July 16 2pm-3:30pm Eastern Register Now

eRETA Digest encore sessions

Tuesday, July 14 1pm-2:30pm Eastern Register Now
Tuesday, August 11 1pm-2:30pm Eastern Register Now



See our <u>COVID-19 Website</u> and our <u>Returning the GSA Facilities</u> pages for our COVID-19 Response

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www.gsa.gov/ces clientenrichmentseries@gsa.gov

